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ABSTRACT

Guidelines for developing personnel management programs in private-independent schools are provided in this book. Chapter 1 explains the need for a new perspective on personnel evaluation that encompasses three components: supervision, evaluation, and professional development. Chapter 2 outlines the elements of good instruction, and the third chapter describes seven methods of evaluation. The uses of management by objectives (MBO) for private-independent schools are discussed in chapter 4, with a focus on the stages of modified clinical supervision and on feedback. The fifth chapter offers strategies for developmental teacher supervision, which offers a humanistic and supportive approach. Chapter 6 provides strategies for enhancing professional development. Stages of an implementation model, presented in the next chapter, include defining a mission statement; establishing goals; and conducting performance and summative reviews. Personnel issues, such as contracts, tenure, salary, differentiation, merit/performance, and incentives, are discussed in chapter 8. Suggestions for hiring and firing are offered in chapter 9, and implementation strategies, particularly ways to generate support, are described in chapter 10. Twelve case studies are highlighted in the final chapter. Two figures and several worksheets are included. (Contains 236 references.) (LMI)

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